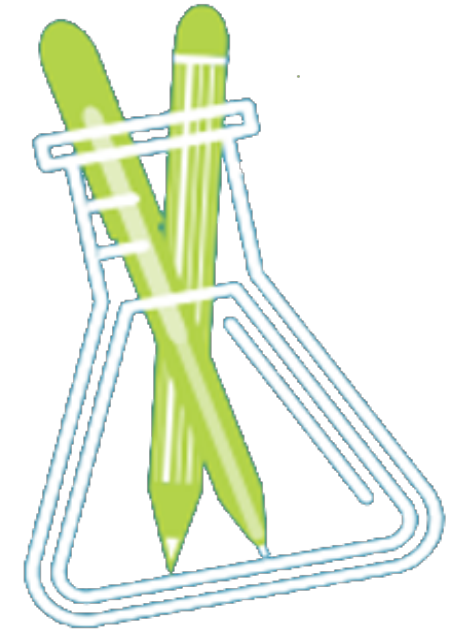


Measuring and Evaluating Determinants of Public Administration Productivity

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What works in civil service management?

Evidence from a survey of 23,000 public servants in ten countries

Christian Schuster (University College London)

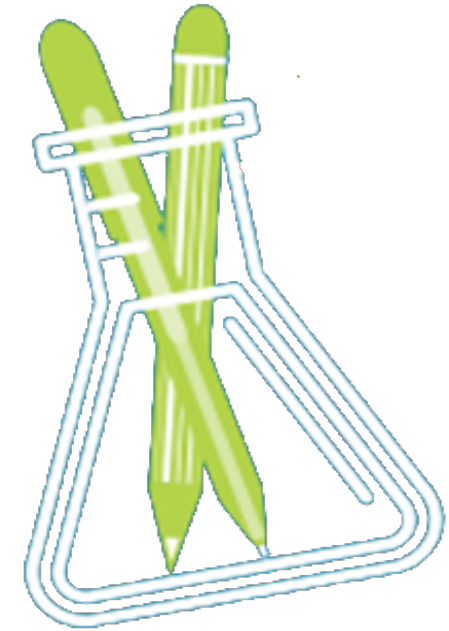
Jan Meyer Sahling (Nottingham University)

Kim Mikkelsen (Roskilde University)

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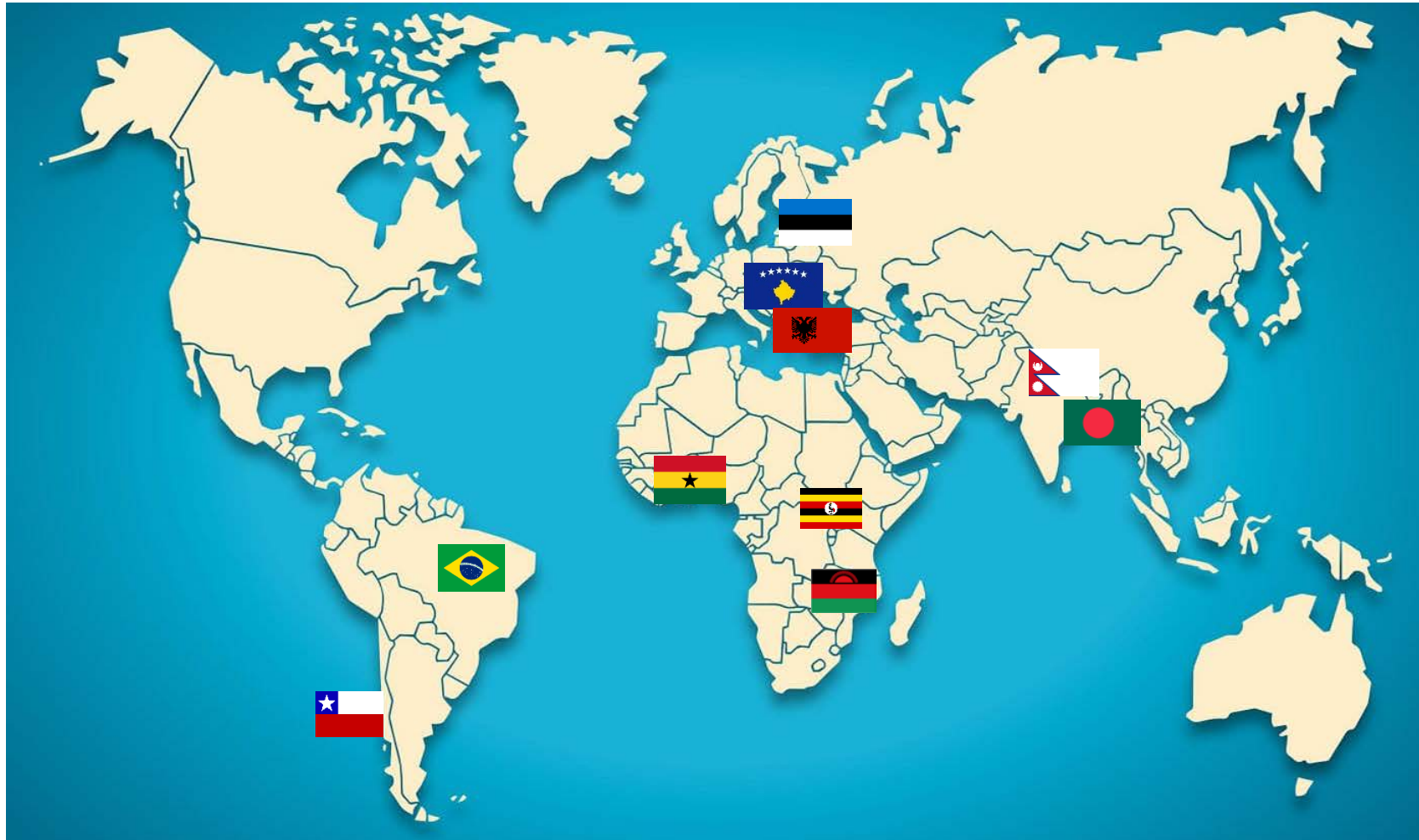
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Motivation

- Little quantitative evidence on what actually works across countries in civil service management
 - ⇒ Ten-country survey of public servants to find out
 - ⇒ Which civil service management practices have consistently positive effects across countries?



23.000 civil servants, ten countries, four regions



Best Practices Across Countries

#1 Merit safeguards to prevent politicization and nepotism

#2 Performance management systems which give civil servants a sense that work effort matters

#3 Sufficient pay to retain (more) motivated civil servants

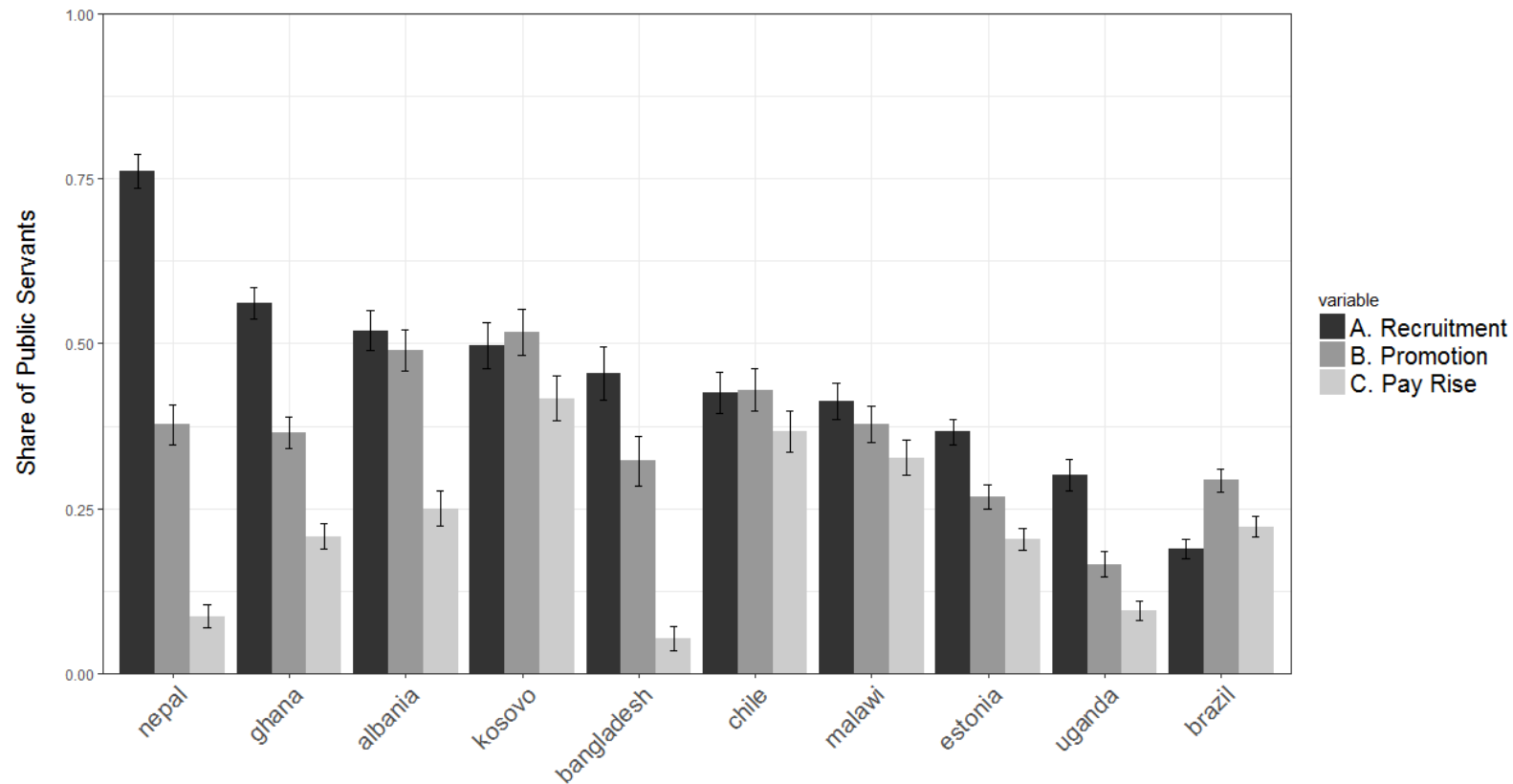
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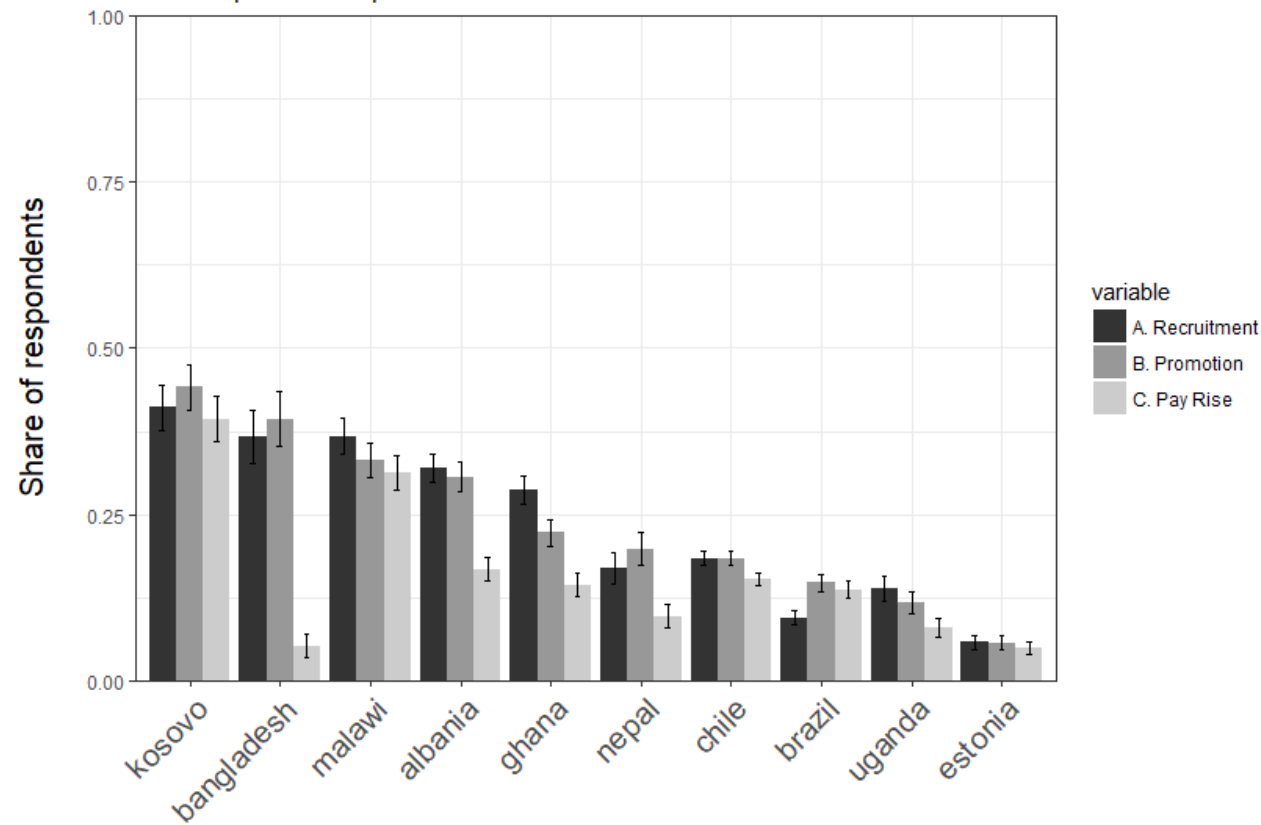


Personal connections (friends and family) matter for recruitment, promotion and pay rises across countries



Caveat: indicator in Chile phrased more indirectly

Political connections matter for recruitment, promotion and pay rises in most countries



Politicization is not a management-level phenomenon – it spans the hierarchy

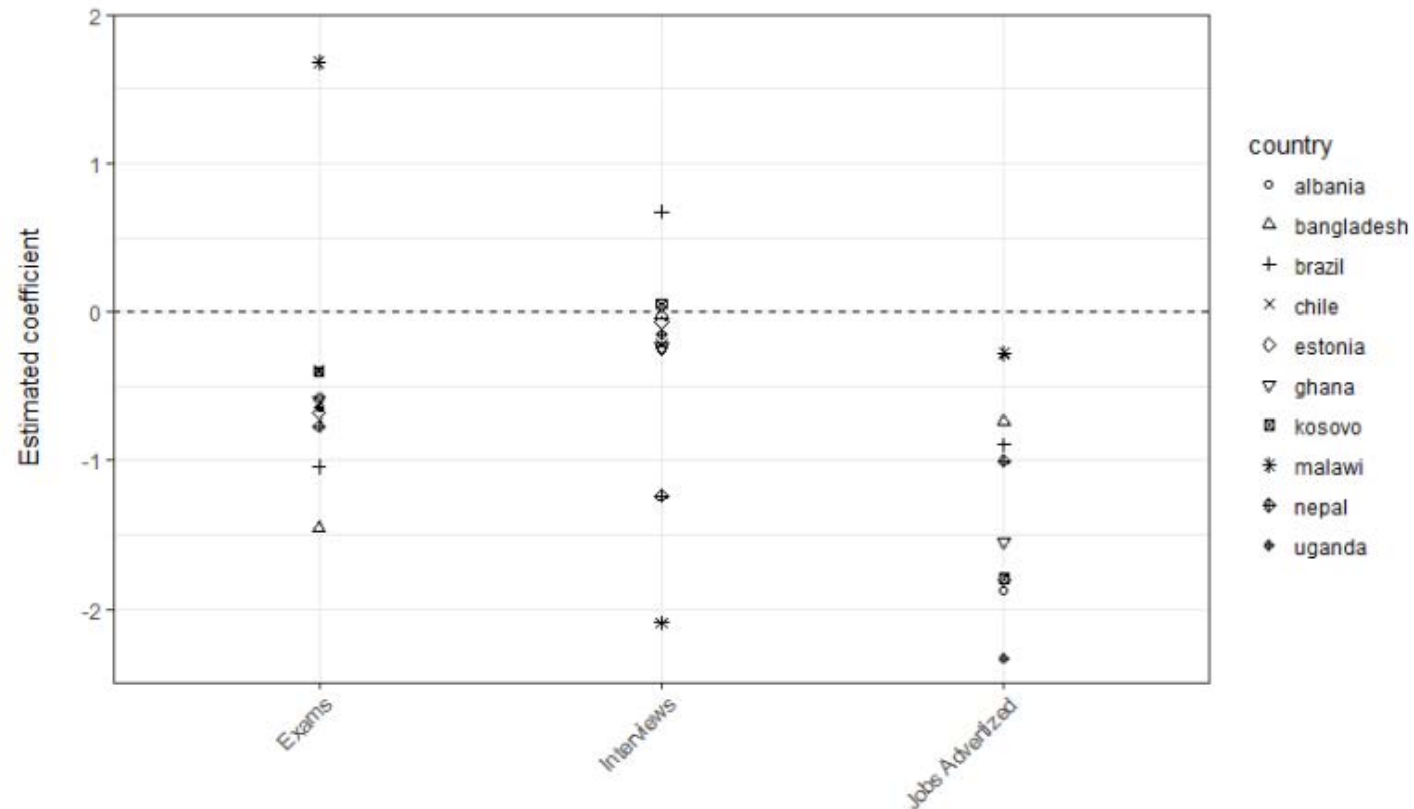
Caveat: indicator in Chile phrased more indirectly



Political and personal connections in civil service management have negative effects

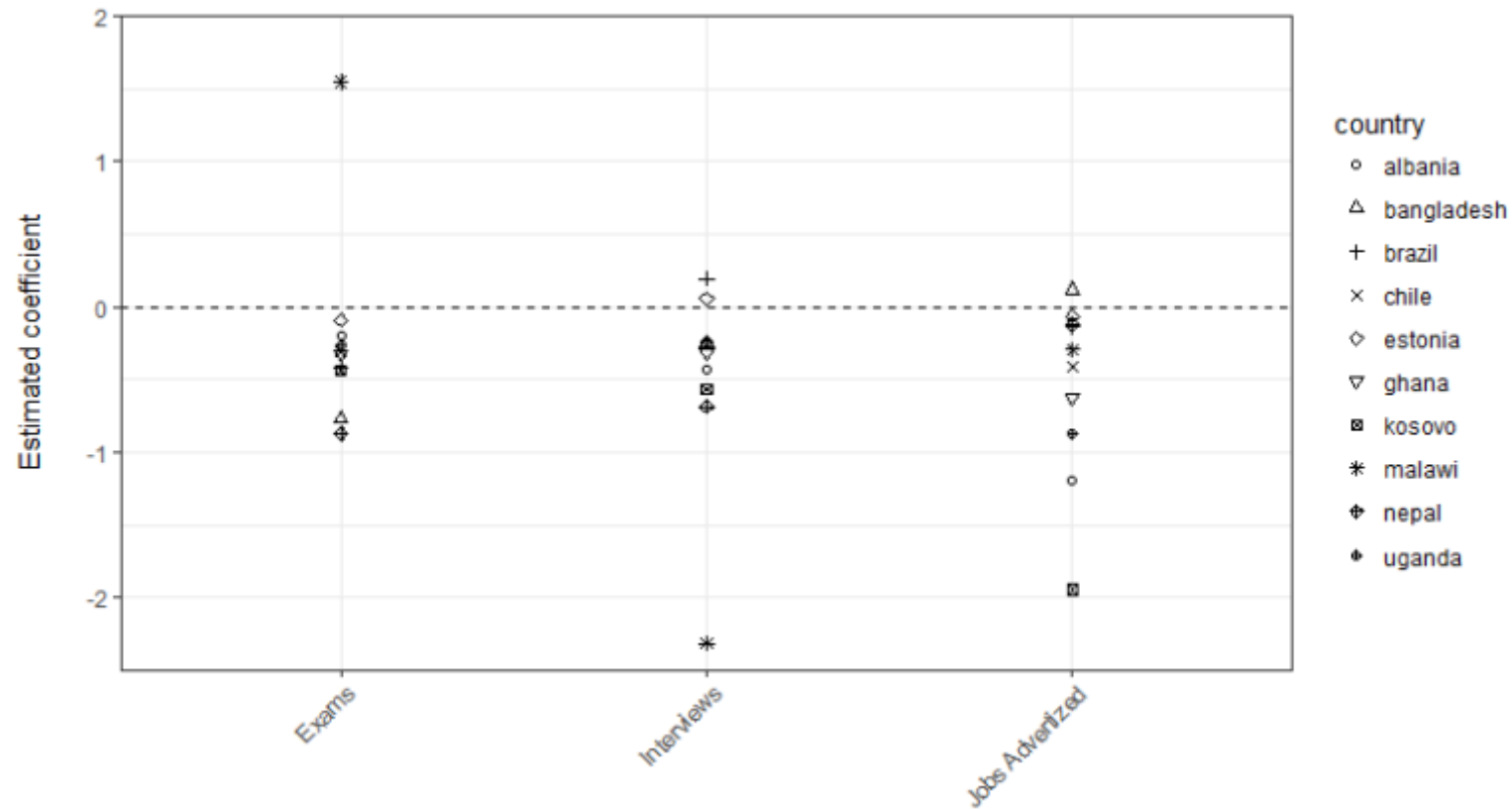
- Bureaucrats hired through personal and political connections are significantly (5%-level)
 - ...less motivated to work hard
 - ...less motivated to serve the public
 - ...more willing to engage in corruption

Merit safeguards – entry exams and public advertisement of posts – reduce incidence of personal connections in almost all countries





Merit safeguards - entry exams, interviews and job advertisements – reduce incidence of political connections in almost all countries





Cross-country surveys of public servants help understand 'what works' in civil service management in your country and across countries

=> Foundation for more evidence-based identification and transfer of best practices in public management

Thanks for your attention!

Christian Schuster (University College London)
Jan Meyer Sahling (Nottingham University)
Kim Mikkelsen (Roskilde University)

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